

SOME SUGGESTED POINTS FOR LECTURE AT CSR COURSE

*26 Sept - 7 Oct 60*

I. A view of the Support role

- a. Historic
- b. Current
- c. Some goals

II. Kinds of services

(You will hear more about each of these as the course proceeds.)

a. Comptroller

- 1. Advises DCI and Agency managers on the requirements and uses of financial resources.
- 2. Plans and executes the financial management program (budgeting, accounting, preauditing, payrolling, financial analysis and reporting, covert funding.)

Summary: Advisory and custodial function.  
Need of greater cost consciousness on the part of all Agency personnel.

b. Logistics

Five activities: Supply, procurement (contracts, shipping and so on), transportation, real estate (from obtaining a safe house to obtaining property for a Field Operation Base; architectural and engineering contract service on a world-wide basis). *Printing.*

Summary: Diversity of activities, world-wide scope, multitudinous details, complex network of contracts.....

Aim: Flexible and effective service.

c. Security

- 1. Head up and lead the entire security program.  
Action Office: Investigations, control of buildings, distribution of badges, planning training, problems of the new building.

Operational Support: Entry and exit of foreign agents, surveillance of certain important foreign visitors, counter audio operations.

Summary: Mission is to prevent penetration or compromise of the Agency, its personnel, installations, projects, sources, or methods.

d. Communications

Handle staff communication -- its most important function.  
Support of clandestine communications - special equipment, plans and procedures for agent communications, training of agents and so on.  
Support to propaganda broadcasting.  
Support to COMINT and ELINT.  
Support to war plans.

Summary: Vital part of the entire intelligence process. Timeliness the key note.....

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[REDACTED]  
(fantastic amount of planning needed in view of people, crashes, equipment involved.)

e. Training

Responsibility for all training in the Agency -- from clerical skills to air operations; from testing and assessment of Agency individuals to briefing of foreign dignitaries.....  
The role of training in this Agency is unique and important, since in many instances, no precedent or pattern for this kind of instruction exists. Necessary to devise materials and develop instructors out of specialists.

Summary: In the early years the proportion between selection and training was sometimes one ounce of selection to one pound of training. OTR had to try to fill that gap. Now there is more attention to the former and a requirement for far more depth in the latter. This Office has a peculiar need to maintain flexibility in order to respond to Agency requirements.

f. Personnel

Too obvious to require elaboration. It is important here to note the role of the Director of Personnel and to be aware of the evolution of the requirements that line officers must play the important role in personnel administration.

Some of the mechanisms to assist line managers are the Career Council, Supergrade Review Board, Honor Awards Board and the Retirement Board.

III. Other areas of services

There are five areas in the DD/S which function as staffs or quasi staffs. Since these groups are not represented by speakers here I should like to say a word about ~~them~~.

a. OGC

This office does counseling on legal matters, many of them related to clandestine services activities. Where possible, analysis in advance is important. Here is vested the control of the relationship with Congress.

There are no channels to this Office and any employee with an actual or potential legal problem arising out of or connected with official business can seek legal advice. The Office, however, is prohibited from advising on personal legal problems unless the Agency or security is involved.

b. Audit

As in the case of OGC this Staff acts as a control mechanism for top management. Though they are involved in a reporting and advising role to the DCI, the Audit Staff also gives assistance in financial matters to Agency personnel at all levels. There is attention to controls here, but where controls are unduly burdensome or ineffective, an effort is made to eliminate or modify them.

c. Medical

In addition to more obvious aspects of this program you ought to be familiar with these facts about the Medical Staff:

- (1) The Medical Staff Health Maintenance Program, achieved through periodic physical evaluations, has assumed a greater meaning beyond that of mere initial qualification for employment. As the personnel structure of the Agency has stabilized and matured, the selection phase has gradually been supplanted by a process of detecting existing or potential deficiencies. To this end, the Medical Staff is introducing the newest diagnostic methods into its program.
- (2) In keeping with the practical philosophy that the family is indeed a unit, particularly in an alien setting, the Medical Staff initiated its Dependent Screening Program in 1958. Through medical examination and counseling, much suffering and loss of effectiveness have been averted overseas. As an extension of this principle, the Medical Staff plans to start examining returnee dependents in FY 61.

- (3) The Psychiatric Program goes beyond its mission of screening and selecting employees and includes provision of opportunities for individual and group assistance in terms of psychiatric counseling and therapy, the application of psychiatric

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- (4) The Medical Officers operate on a regional basis in support of overseas missions. In FY 61 it is expected that several additional focal points of Agency medical care will be established.

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Special Note: In all its programs the emphasis is constructive rather than prohibitive

d. Management

The four main areas of activity within this Staff are: O&M analysis, management of records, processing of incentive awards, and responsibility for coordination of all Automatic Data Processing activities within the Agency.

e. SSA/DDS

This is a contact and resolution point between DD/S and DD/P.  
It is our chief effort to give timely support to the DD/P.

In addition, SSA/DDS is responsible for coordinating the activities of the Area Division Support Staffs.

IV. Current considerations in the DD/S

As you listen to the speakers who will follow it may be meaningful to keep in mind a few statements related to issues of importance today -- trends that are discernible, problems that confront us.

a. ADP

How fast should we move? Professional advice suggests "Go slow. Be cautious." Yet we must think positively and imaginatively and as our records accumulate time is of the essence.  
(Good example is General Electric on page 15 of the Civil Service Journal. See attachment.)

- b. Closer scrutiny of Agency by Congress and GAO.

(Accounting of funds - pressure to reduce - selection out.....  
Stan's memo. Presence of [REDACTED] in the Agency.)

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- c. Increasing significance of CIA (Partially accounted for by U-2 incident but also by scope of world problems and general importance of intelligence today.)
- d. Cutting of red tape (Support Procedures Committee).
- e. Attention to manpower planning. (Age levels, the "hump" competition for promotion, retirement ages.)
- f. Shift in emphasis of medical program. (Average age in Agency, stabilized population, need for additions and changes to existing programs, R&R Program.)
- g. Adjustments in the new building
- h.
- i.
- j.

V. Some personal comments

In carrying out my role as head of the Support Offices there are two or three personal views I hold of the requirements in this position which may be of some interest to you.

- a. Management Development

(Perhaps some mention here of the IG Survey on Career Service.)

- b. The necessity that all support jobs require a total understanding and allegiance (1) to the area being supported and (2) to the office represented by that support.
- c. The need for improved planning. It must be early enough. It must be coordinated enough and it must be specific enough. Some mention might be made here of JMARC plans.
- d.
- e.
- f.

VI. Other responsibilities of the DD/S.

- a. Responsible for relations with Bureau of the Budget.  
(Description of some of the activities related to the  
rehabilitation [REDACTED])
- b. Responsible for coordination of plans for new building.
- c. Attention to other external relations (Kilday Committee, GAO  
and so on.)
- d.
- e.

VII. Benediction

The particular word I would like to leave with you .....

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